

JULY 2021



INFRASTRUCTURE PLANNING AND  
**FACILITIES**

# **DIVERSITY, EQUITY AND INCLUSION** ANNUAL REPORT

Strategic Plan 2020/21

## TABLE OF CONTENTS

<b>3</b>	<b>Vice President's Message</b>
<b>4</b>	<b>DEI Administrator's Message</b>
<b>6</b>	<b>Executive Summary</b>
<b>7</b>	<b>Our Commitment</b>
<b>8</b>	<b>Strategic Implementation</b>
	Key Strategy 1
	Key Strategy 2
	Key Strategy 3
<b>15</b>	<b>Future Goals</b>
<b>16</b>	<b>Appendix</b>

**It is the diversity, strength, and passion of our people that are the driving force behind MSU Infrastructure Planning and Facilities (IPF)'s mission to deliver facilities and services that help Spartans change the world.**

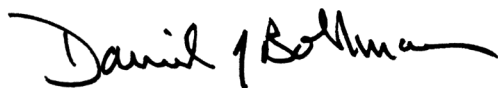
**To deliver an industry-leading customer experience, sustainable operations, safe and inclusive work environment, and develop t-shaped professionals, it is essential that DEI is a living, breathing function of everything we do.**

Over the past year, we continue to build upon our progress forward. Specifically, we've incorporated DEI as an essential part of our overall IPF strategy and embedded these principles into our values, 3-year strategic goals, and t-shaped competencies that are foundational and measured in performance excellence goal setting, performance excellence review process, and the hiring and interview process. Customized cultural competency training was launched to build cultural awareness and inclusiveness skills among staff. Furthermore, as ELT continues development in this area, we completed a team reading of White Fragility. For me personally, I found this book to be an eye opening experience as it forced me to become aware of the significant disparity among disadvantaged groups that continues to occur in this country and view issues from a different lens to better recognize the injustice happening around me. I now better understand how my upbringing has shaped my views and interactions with others, both at work and at home. These initiatives and more are shared in detail in this DEI strategic plan annual report.

As a unit, we are continuously striving to improve our culture and climate and achieve targeted goals outlined in our diversity, equity and inclusion (DEI) strategic plan. As we enter year three of our five-year strategic plan implementation and continue our journey, we want to emphasize that IPF CARES. In all our efforts and in every interaction - including culture and climate, learning and development, recruitment and retention, community engagement, and supplier diversity - we want to do it with Communication, Appreciation, Respect, Empathy, and Sensitivity. This journey continues to be a shared responsibility to ensure all campus community members are safe, welcomed, valued, and supported.

In October 2020, we welcomed the appointment of MSU's new vice president and chief diversity officer, Dr. Jabbar Bennett, and look forward to partnering on initiatives that support and contribute to an inclusive campus community. Improving our workplace culture is a continuous journey to which we remain committed. We invite you to join us in forming and deepening partnerships based on understanding, appreciation, and respect.

Sincerely,



Daniel Bollman  
Vice President  
Strategic Infrastructure Planning and Facilities

**This past year has reinforced why it is vital for our business to remain committed to diversity, equity and inclusion as a foundational aspect of everything we do to keep MSU running 24/7/365.**

**We have been challenged this year to remain resilient, while providing facilities and services during times of pandemic, social unrest, and uncertainty. Cultural competency training was launched, and, through survey responses, employees shared that Communication, Appreciation, Respect, Empathy, and Sensitivity was the topic most beneficial to their job.**

All of us faced challenges, whether it being frontline workers masking up every day or working from home (or living at work) for the first time in your career. Throughout, we continue to prioritize a diverse workforce and the significance of an inclusive workplace culture while recognizing our most valuable resource, our staff.

In 2020 the MSU DEI steering committee shared strategic plan recommendations for institutional focus areas: increase diversity, ensure equity, promote inclusion, and enhance outreach and engagement. Our IPF DEI strategic plan directly aligns with the direction in which our university is headed as we continue work supporting our three strategic pillars – workforce, workplace, and community – as we help Spartans, as Spartans, change the world.

During our second year of plan implementation, we continue our journey to make significant progress toward our goals and acknowledging the road we have in front of us. The IPF Executive Leadership Team also held their first DEI panel discussion open to all IPF employees, sharing insights and expectations for workplace inclusion and our role in this shared responsibility. Cultural competency training was launched, and employees shared that CARES (communication, appreciation, respect, empathy, and sensitivity) was the topic most beneficial to their job.

Employee Engagement Survey results showed IPF's employee satisfaction at its highest level with significant progress in the "work environment" and "treatment of employees" categories.

IPF employees spent over 2700 hours toward DEI professional development. The supplier diversity task force made significant progress by adapting MSU systems, updating contract agreements, and expanding the supplier network in an effort to increase MSU participation in supplier diversity. The Michigan Department of Labor and Economic Opportunity proclaimed May as Professional Trades Month in honor of this essential field. Highlighting the important role women play in historically male-dominated professions and in recognition, IPF congratulated our first African American woman and the second woman in MSU history to be promoted to Stationary Engineer 2nd Class, a power plant control room board operator that is responsible for monitoring and adjusting the operation of power plant equipment and systems used to generate electricity and steam.

We are continuing our efforts to strengthen pathways to the skilled trades industry by working to establish an accredited 5-year Skilled Trades Apprenticeship program.



IPF recognizes that MSU would not keep running if it weren't for the contribution of all staff, who matter and are much appreciated.

IPF CARES about the employee experience and values and respects the diversity every employee brings as we remain committed to creating an inclusive environment for everyone.

Moving forward, we continue our responsibility to commitment beyond words with shared responsibility. We must continue to focus on the impact of our interactions and have the courage necessary to speak up. I look forward to your participation, partnership, and contribution toward our goals.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tina Alonzo', with a stylized flourish at the end.

Tina Alonzo, CM, CHRS  
Diversity, Equity, and Inclusion Administrator  
Infrastructure Planning and Facilities



**This report provides progress on action items that serve as components of the connected series of tactics that align with and reflect strategic implementation of the three key strategies and focus on areas where centrally coordinated and supported programs and initiatives will be most effective.**

Our progress, in all three key strategies, -- to create an inclusive and equitable work environment; recruit, retain and develop a diverse workforce; and support and contribute to an inclusive campus community -- include the following highlights:

- Embedded DEI into IPF values, strategic goals, t-shaped competencies, and onboarding program.
- 2021 IPF Employee Engagement Survey overall mean score is IPF's highest ever across all five years of the survey.
- ELT participated in a team book (White Fragility) reading and discussion; and their first ever DEI panel discussion.
- Launched unit wide cultural competency training to build cultural awareness and inclusiveness skills among staff.
- Launched [IPF DEI council](#) and developed a DEI library guide available to campus community.
- Launched supplier diversity task force to evaluate how participation is tracked and develop strategies for improving our participation.
- Advanced DEI with the campus community by sharing DEI best practices, employee participation in partnerships, and campus committee involvement.

Although this past year was unprecedented and presented many challenges, IPF remained committed to its values, keeping DEI at the forefront of all that we do. It is the diversity, strength, and passion of our people that are the driving force behind MSU Infrastructure Planning and Facilities' mission to deliver facilities and services that help Spartans change the world. To deliver an industry-leading customer experience, sustainable operations, a safe and inclusive work environment, and develop t-shaped professionals, it is essential that DEI is a living, breathing function of everything we do.

We remain committed to being accountable to ourselves and others for achieving progress under our DEI strategic plan. Together, Spartans will be the difference by supporting and demonstrating behaviors that advance diversity, equity, and inclusion.

## The IPF DEI Strategic Plan is guided by our commitment, three key strategies, and associated unit-wide action plans.

IPF's three key strategies are reinforced by the unit's commitment to DEI, serving as our foundation throughout the initial year of plan implementation. We are committed to:

**Diversity** - We commit to a workforce that is reflective of our campus community inclusive of race, ethnicity, gender and gender identity, sexual orientation, socioeconomic status, language, culture, national origins, religious commitments, age, disability status and political perspective.

**Equity** - We commit to a workforce that is reflective of our campus community inclusive of race, ethnicity, gender and gender identity, sexual orientation, socioeconomic status, language, culture, national origins, religious commitments, age, disability status and political perspective.

**Inclusion** - We commit to welcome all differences and ensure all perspectives and opinions are heard in an environment that develops a sense of belonging and support of differences. We know that by building a critical mass of diverse groups on campus and creating a vibrant climate of inclusiveness, we can more effectively leverage the resources of diversity to advance our collective capabilities.

## KEY STRATEGIES

### Key Strategy 1: CREATE AN INCLUSIVE AND EQUITABLE WORK ENVIRONMENT

We will work to create an environment in which all campus community members are welcomed and supported, and differing perspectives and contributions are sought out and valued.

### Key Strategy 1: RECRUIT, RETAIN AND DEVELOP A DIVERSE WORKFORCE

Through focused efforts, we will work to build a more diverse workforce and equip individuals with the support and opportunities necessary for their success.

### Key Strategy 3: SUPPORT AND CONTRIBUTE TO AN INCLUSIVE CAMPUS COMMUNITY

We will ensure that diversity, equity, and inclusion are foundational aspects of all our provided and developing services. We will establish policies, procedures and supporting structures to ensure our customers and vendors align with our values.

The **unit has committed significant resources** to support the programs and initiatives outlined in the unit plan. To ensure accountability, each of the actions initiated to achieve these three key strategies has been integrated into the unit wide scorecard and performance excellence goals.





## STRATEGIC IMPLEMENTATION

Taking a phased approach over five years (2019-2023), IPF's business goals are comprised of unit-wide action items. These items align with IPF's strategic plan and the three key strategies IPF organizational work is centered on. They're focused in areas where they will provide the most impactful and holistic results. Below are summaries and progress of action items that were implemented in 2020.

### Key Strategy 1: CREATE AN INCLUSIVE AND EQUITABLE WORK ENVIRONMENT

**Action Item: Employee Engagement Survey** - IPF achieved a participation rate of 63 percent, equal to the average over all five years. This year's overall mean score is IPF's highest ever across all five years of the survey. Categories with significant progress include Work Environment and Treatment of Employees. The "values, mission and goals" and "treatment of employees" categories scored their highest all-time scores.

For the first time in our survey history, no single item mean scored below a 3.0 on the five-point scale.

**Action Item: Intercultural Development Inventory (IDI)** - The Executive Leadership Team (ELT) continues work through their individual development plans to better understand their intercultural competence, which is the capability to shift perspective and appropriately adapt behavior to cultural difference and commonality. The ELT participated in a team book reading and discussion to further self-awareness and cultural competency. The team read *White Fragility: Why It's So Hard for White People to Talk About Racism* by Robin DiAngelo.

This team-building exercise not only furthered their understanding of each other and their backgrounds but helped them navigate emotional intelligence along the way. Each session ended with participants sharing a word or phrase that captured their impressions from the day's experience, including words like "vulnerable," "discomfort," "thought-provoking," "reflection," "growth," "opportunity," "insightful," and "hopeful." The ELT team also held their first DEI panel discussion, open to all IPF employees, to



share insights and expectations for workplace inclusion and our role in this shared responsibility.

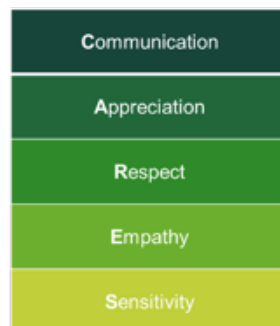
The Intercultural Development Inventory (IDI) is an assessment tool that measures underlying orientation for intercultural competence. The IDI will be rolled out to our business leaders and DEI council to measure learning outcomes and support development plan efforts during our journey for improving intercultural competence across the unit.

**Action Item: Equity Gap Analysis** - An initial equity gap analysis was conducted to identify potential promotion and salary disparities and review practices. The unit will continue the analysis as a standard practice and use data to identify source and key drivers of disparity for resolution and to inform practices/policies.

**Action Item: Unit Cultural Competency Training** - As part of our unit's diversity, equity, and inclusion (DEI) journey, cultural competency training was launched to build cultural awareness and inclusiveness skills among staff. More than 60 trainings were held with a total of 652 employees in attendance. According to a representative sample of survey respondents, the training proved beneficial and useful with CARES (Communication, Appreciation, Respect, Empathy, and Sensitivity) being the most beneficial topic to their job.

- Communication – actively listen and validate people's experiences. Be mindful of body language, tone and words, and sensitive to the impact of interactions on others.
- Appreciation – acknowledge/recognize people; seek understanding and ask questions; don't make assumptions.
- Respect – don't interrupt or talk over people; encourage coworkers to share ideas and opinions.
- Empathy – understand people's emotions (emotional intelligence) and seek to understand other points of view.
- Sensitivity – show interest in and be aware of people's feelings, needs, and perspectives.

This training expanded understanding of cultural competence, awareness and sensitivity to cultural differences, effective communication skills and behavioral adaptability, and more. All survey respondents agreed the training provided them with benefits, including the top three of professional development, resources, and cultural competency.



**Action Item: DEI Council** - The [IPF DEI Council](#) was launched this year to provide cross-organizational strategic management and direction in the area of diversity and inclusion as an adviser and resource, ensuring alignment with the overall DEI Strategic Plan. Members serve as a channel for communication and catalyst for embedding DEI language and skills into processes while supporting DEI implementation plans.

The council, in partnership with MSU Libraries, Julia Ezzo and Ranti Junus, developed a DEI library guide to offer increased exposure to DEI resources for professional development options that can be leveraged for performance excellence goals and is available to the campus community.

## TESTIMONIALS



### BRANDON BASWELL

"I highly recommend participation. This council does not take too much time and offers the opportunity to grow as a T-shaped person. The best thing so far about serving is "interaction with representatives from other IPF departments that are trying to advance DEI."



### KEENE BEACH

"It's an honor to be involved such a meaningful initiative where you work. It has allowed me to explore interests in this area to a degree that most jobs don't. It's expanded my conception of what DEI involves beyond the traditional race and gender categories. I feel that it has changed how I approach my job and my work relationships. There are tangible outcomes from this council and it's efforts, not just another meeting."



### LISA DESPREZ

"Not only do you get to support one of our unit's critical strategic goals, but you also get to collaborate with and get to know other IPF employees from other areas that you most likely never would otherwise."



### MARK ROKITA

"The best thing about serving on the DEI council so far is the fact that it is continuing discussion and keeping it relevant!"

## Key Strategy 2: RECRUIT, RETAIN AND DEVELOP A DIVERSE WORKFORCE

**Action Item: IPF Website** - We recognize and acknowledge that employer brand and reputation play a key role in our ability to recruit and retain employees. Part of this requires a website that clearly communicates our DEI commitment and programs. In partnership with the IPF Communications department, the [IPF website](#) was updated to reflect all that we are doing to advance diversity, equity and inclusion in our workplace.

**Action Item: Performance Excellence** - This was the first year our unit embedded DEI as part of our performance excellence review process and required DEI related goals to reinforce employee education as an imperative for positive culture change. IPF employees spent over 2700 hours toward DEI professional development as of June 30, 2021. Some DEI goal focus areas for employees included: cultural competency training, crucial conversations, unconscious bias, DEI action plans, understanding pronouns workshop, reading *White Fragility: Why It's So Hard for White People to Talk About Racism* by Robin DiAngelo, DEI Council participation, supplier diversity, elevateU courses, and professional development plans.

**Action Item: Recruitment Selection Committee Process** - All leaders and administrative staffing coordinators were trained on our updated processes for alignment, increased awareness, and development. Our hiring process now requires review and approval of all selection committee members, "Mitigating Bias in Hiring" training, and a pause to review the applicant pool in comparison to applicant pool goals designated by executive leaders for their areas of responsibility and recommended blind resume screenings. Participation included 217 campus staff and 148 IPF staff. This training was also offered to the larger campus community in partnership with MSU Human Resources and conducted with MSU Information Technology leaders and the MSU Extension team.

We have contributed resources to prioritize diversity in recruitment and formalized partnership to expand our reach to eight affinity networks and access to many exclusive diversity partnerships.

**Action Item: HR Hot Topics** - In an effort to develop the skills and competencies necessary to lead a diverse workforce, our Human Resources team launched the HR Hot Topics program for IPF leaders. This program offered learning sessions on specific HR and DEI topics including generational differences, amplifying employee voices, creating personalized trainings, and how to select qualified candidates.

More than 80 leaders attended at least one HR hot topic with 81 percent of survey respondents saying the program is effective, and all found the program beneficial across every t-shaped competency with the top three being Global Understanding, Empathy and Cultural Competency.

81 percent of attendees felt that the online format made it extremely easy.

**Onboarding** - The IPF onboarding process has been enhanced to include sessions addressing the strategy cycle, DEI (including cultural competency training), communications, and learning and development. One of the most exciting updates is the added involvement of the Executive Leadership Team, being the first to welcome new hires to IPF. With an addition of an abbreviated onboarding process for students, temporary, and on-call employees, everyone is provided greater connection to our mission while experiencing an engaging and inclusive welcome.

**Action Item: Skilled Trades Apprenticeship Program** - The Skilled Trades Apprenticeship Program action plan continues to make progress in an effort to formalize an accredited 5-year program to recruit and provide an expanded diverse candidate pool for skilled trades positions.'

A letter of agreement has been drafted and bargaining continues in pursuit of this partnership. The program plans to launch in the fall (pending union ratification), as structures are put in place to strengthen the program launch.

**Action Item: Leadership Development Program** - A unit leadership development program is being created, in partnership with the IPF learning and development team, for existing and future generations to advance our culture of high performance and t-shaped competencies. This became a formal action plan as part of IPF's three-year strategic goals.

This program will provide enhanced programming for employee support and engagement while equipping staff with the tools necessary for success. A learning needs assessment was completed to inform program design.

### **Key Strategy 3: SUPPORT AND CONTRIBUTE TO AN INCLUSIVE CAMPUS COMMUNITY**

**Action Item: Multicultural Feasibility Study Planning Committee** - Over the years, students have urged MSU to consider the development of a freestanding multicultural center. IPF is supporting this effort by serving on the Multicultural Feasibility Study Planning and Steering Committees. The study is guided by student voice and engagement, individual and community needs, DEI and transparency. [Visit](#) the website to track the progress and learn more.

The feasibility study was completed and shared with the Board of Trustees in April 2021.

**Action Item: Community Engagement Program** - A community engagement program is being developed to provide employees with ongoing opportunities to engage in meaningful activities outside of daily job assignments. Designed for continued learning, the program will offer employees opportunities to provide services and opportunities to underserved audiences in the larger external community while increasing staff exposure to differences and commonalities across a variety of DEI sub focus areas.

This program was postponed due to COVID-19 and is expected to gain momentum Fall 2021. A collaboration framework will be developed with campus partners.

**Action Item: Supplier Diversity Task Force** - The Supplier Diversity Task Force was developed and charged to evaluate how participation is tracked for Minority Business Enterprise, Women Business Enterprise, veterans, persons with disabilities, and Michigan-based businesses, and to develop strategies for improving our participation. Key outcomes include:

- Adapting MSU systems to capture supplier diversity certification, tier II reporting and expanded supplier diversity categories and aligned supplier diversity codes.
- Updating contract agreements to reflect current federal non-discrimination requirements.

- Reinstating the Michigan Minority Supplier Development Council (MMSDC) membership and expanded network for proactive outreach.
- Task force membership consists of campus leaders from IPF Support Services, the Office of Inclusion and Intercultural Initiatives, University Services, Office of General Counsel, Contract and Grant Administration, FRIB, and Food Stores.

**Action Item: Campus Partnerships** - Ongoing partnerships with the campus community have been established and strengthened to advance DEI and support a more inclusive campus community.

Shared best practices contributing to learning opportunities to support DEI efforts (including but not limited to): **MSU Human Resources, MSU Information Technology, Broad Art Museum, MSU Extension, MSU Athletics, MSU Gender and Sexuality Campus Center, MSU Health4U, MSU Alumni and Donor Relations, and MSU Federal Credit Union.**

#### MSU Community Partnerships:

- A partnership between the MSU Resource Center for Persons with Disabilities and an IPF campus planner landscape architect brought about the creation of a multi-sensory patio area at Bessey Hall. The Bessey Gathering Space not only took advantage of underused space and addressed maintenance issues, but it also created a place for building occupants, student, visitors and community members to experience multi-seasonal visuals, smells and textures from the varied plantings and hardscaping elements used.
- Building Services partnered with the school of Planning, Design and Construction to provide learning opportunities for Spartans in the areas of mechanical and electrical distribution systems.
- The Surplus Store & Recycling Center hosted its second outreach event with Extension staff to identify opportunities to mutually support each other's missions, primarily in the area of developing and delivering waste reduction educational material to the MSU community and across the state.
- A series of [Basic Home Improvement](#) learning sessions were held in partnership with WorkLife Office.
- A mobile lab to study stuttering in children done by [collaborative work with ComArtSci](#), a Taskforce of Racial Equity, the DEI library guide which was done in conjunction with MSU Libraries.
- IPF Planning, Design and Construction (PDC) supported installation of all-gender restrooms around campus. We have completed 17 new all-gender restrooms (three in the library, two in the Minskoff Pavilion, one in Eppley, five in the Music Building, and six in the STEM Teaching and Learning Facility).
- Skilled trades business leaders participated in Clinton County RESA's Pave Your Own Path Career Connections program to support the speed interviewing, resume review, and career path talk with career prep workshop students.
- WILX conducted an [interview](#) with IPF employee regarding WIST (Women in Skilled Trades), a local non-profit that provides apprenticeship readiness training to women interested in joining the skilled trades aired during "Feel Good Friday" newscast.
- IPF is facilitating quarterly Mitigating Bias in Hiring trainings available to the campus community, in partnership with MSU Human Resources Office of Organization and Professional Development.
- Various employees volunteered and facilitated MSU-wide onboarding sessions to welcome new hires.

- Facilitated MSU DEI Steering Committee Engagement Listening Sessions by facilitating sessions with the CHiLA – Chicano/Latino Association and Alliance of Queer and Allied Students to help inform the MSU DEI strategic plan development.
- Facilitated the 'Fostering an Inclusive Culture' session in support of the MSU Leader Series pilot program.
- IPF is a partner organization with MSU Eli College of Business department of Supply Chain Management at MSU, along with Michigan Rehabilitation Services (MRS) and the Michigan Diversity Council and partner organizations have been working on a monthly podcast, [Abilities, Opportunities and the Future of Work Podcast](#), to showcase best-in-class practices on burning issues related to disabilities and employment.
- Multicultural Center Feasibility Study Planning Committee completed the study and was shared with the Board of Trustees in April 2021.
- Task Force on Racial Equity developed [recommendations](#) to improve campus climate and safety, policing, and the diversity of faculty and staff.
- Workplace of the Future Initiative to provide recommendations for creating and sustaining a successful short-term and long-term strategy for an equitable, agile, and modern workplace and a diverse, talented, and engaged workforce.
- Short-Term Work Group on Professional and Preferred Names and Pronoun Usage to conduct initial planning and subsequent implementation efforts in which names and pronouns can be captured and utilized consistently across various university systems and processes.
- MSU Policy Library Advisory Committee to establish the first version of the MSU Policy Library, a central location for university-wide policies, and Policy Management Program.
- [Positive Workplace Alliance](#) to establish campus connections on expectations, policies, and procedures to effectively address workplace behavior in positive and accountable ways.
- B1G Purchasing Supplier Diversity group to share supplier diversity insights and best practices.



**We remain committed to being accountable to ourselves and others for achieving progress under our DEI strategic plan. As part of the five-year plan implementation, IPF longitudinally tracks metrics that represent important factors in assessing progress toward our goals.**

**At regular intervals, we update the IPF workforce and MSU community on our progress. Tracking and reporting occur at the university as well as the school, college and unit levels.**

In the near-term, we track our progress on plan-related action steps such as implementation and participation in programs, utilization of services, increased awareness and other leading measures of progress. Longer-term measures include trends in the demographic composition of our unit over time and consider shifts in climate and KPIs of equity across populations.

Major progress will be evaluated at the end of year two to determine whether trends represent positive outcomes relative to creating a more diverse, equitable and inclusive workplace.

Key Performance Indicators:

- Progress on objectives, project implementation plan and ongoing initiatives
- Demographic diversity: workforce at all levels (applicant and interview pools progress, retention)
- Assessments and Net Promoter Scores: onboarding, training, learning sessions, exit interviews
- Employee Engagement Survey: results specific to DEI
- Workforce DEI professional development hours
- Benchmarking

As IPF enters year three of its five-year DEI strategic plan, we will continue to build for the future and partner with our campus community to be the difference.

We remain committed to being accountable to ourselves and others for achieving progress under our DEI strategic plan. DEI is an integral part of IPF and it is essential that DEI is a living, breathing function of everything we do. We continue to take steps forward with intentional effort, making great strides toward our targeted goals. In year three and beyond we will continue to design, implement, stabilize and maintain programs and initiatives.

It's a journey and we know we have much road to cover ahead, but we will be mindful of incremental success while celebrating the small wins. With each individual contribution meaningful transformation will take place.

Together, we will realize our goals by supporting and demonstrating behaviors that advance diversity, equity and inclusion.












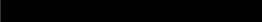


# UNIT DEI STRATEGIC OBJECTIVES AND ACTION ITEMS

Action items have been identified to support achievement of each key strategy. The below chart lists each action item with current progress.

Strategic Objective	Action Item	Progress
<b>Reduce equity gaps across all workforce segments.</b>	Conduct equity gap analysis across all workforce segments to identify and address salary disparities.	Ongoing
	Audit promotion practices and policies across all workforce segments to remove bias and subjectivity.	Ongoing
<b>Develop a leadership assessment, toolkit, and a learning academy for executive leadership, business leaders, and supervisors.</b>	Unit Cultural Competency Training: develop and launch tailored unit cultural competency training and facilitate refresher trainings, as appropriate.	Complete
	Intercultural Development Inventory (IDI) – Executive Leadership Team (ELT) administer the IDI, support individual development plans with touchpoint meetings, and facilitate ongoing intercultural learning.	Ongoing
	Intercultural Development Inventory (IDI) – IPF Business Leaders: administer the IDI, support individual development plans with touchpoint meetings, and facilitate ongoing intercultural learning.	Not started
	Develop and launch DEI Hub page.	Complete
	Employee Engagement Survey.	Ongoing
	Embed DEI across various engagement points: onboarding, supervisor training, and communications.	In Process
	DEI communication plan.	Ongoing
	Develop learning and professional development programs.	In Process
<b>Increase diversity on management teams. Balance diversity to be reflective of our community: short-term (MSU faculty and staff), long-term (greater Lansing community).</b>	Establish a robust leadership development program and track.	In Process
	Recruitment and Selection Practices: audit current practices and policies to identify gaps, training needs, and opportunities to promote DEI best practices.	In Process
	Prioritize diversity in recruitment efforts: embed DEI strategies into recruitment and hiring processes designed to support the recruitment of a diverse staff.	In Process
	Develop a toolkit to improve hiring and talent sourcing for all staff positions and unit levels.	Complete
	Establish dedicated succession planning process.	No Started
	Establish and launch Skilled Trades Apprenticeship Program.	In Process
	Update DEI Website.	Complete
	Develop and implement a mentoring program.	Not Started
<b>Create a system of accountability for meeting imperatives.</b>	Integrate and expand DEI metrics into IPF ELT scorecards to be supported at departmental levels.	In Process
	Embed DEI in Performance Excellence goals.	Complete
	Develop and launch unit DEI Council.	Complete
<b>Lead and formalize ongoing partnership(s) with MSU OI3, RHS, University Services. Ensure diversity and social responsibility in the products and services we provide to our customers and community.</b>	Multicultural feasibility Study Planning Committee.	In Process
	Develop and launch Community Engagement Program.	Delayed
	Establish Supplier Diversity Program and associated processes.	In Process

# IPF AT A GLANCE

All Employees (Regular, Temporary, On-call)	All Employee Percentage	Regular	Temp	On-call	Total Count FY 2019-21
Asian		0.8%	0.8%	0.0%	7
Black or African American		9.8%	8.3%	13.6%	89
Hispanic		6.7%	6.3%	13.6%	61
Native American or Alaska Native		0.4%	0.6%	0.0%	4
Pacific Islander		0.0%	0.0%	0.0%	0
Two or More Races		1.3%	1.0%	6.8%	12
<b>Total Employees of Color</b>		<b>19.0%</b>	<b>17.0%</b>	<b>34.1%</b>	<b>173</b>
White		81.0%	83.1%	65.9%	735
<b>Employee Total</b>		<b>726</b>	<b>44</b>	<b>138</b>	<b>908</b>
Female		25.4%	24.4%	30.4%	231
Male		74.6%	75.6%	69.6%	677

- **93%** satisfied with DEI onboarding experience
- **93%** felt welcomed and included during first two weeks of employment
- **80.5%** recommend IPF as a place to work during exit interviews
- **92%** retention rate
- At least a **3.0** on all survey items – 1st in survey history
- **21%** race/ethnic diversity in applicant pools
- **29%** gender diversity in applicant pools
- **680** employees attended cultural competency training
- Over **2700** Employee Professional Development Hours
- **220** campus staff and **200** IPF staff attended Mitigating Bias in Hiring training
- **81%** feel new HR Hot Topic program is effective
- **17** new all-gender restrooms on campus

\*as of May 31, 2021







For more information about Diversity,  
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Infrastructure Planning and Facilities

Diversity, Equity and Inclusion  
Strategic Plan Annual Report  
2020/21



INFRASTRUCTURE PLANNING AND  
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Strategic Plan 2020/21